

OL FIVE-YEAR PLAN, 1989-1993

Initial Draft

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OFFICE OF LOGISTICS FIVE-YEAR PLAN

FY 1989-1993

I. Introduction.

The Office of Logistics (OL) is a service organization, dedicated to supporting the activities of the Central Intelligence Agency throughout the world. In carrying out this critical mission, the Office of Logistics:

- Acquires, ships, stores and disposes of millions of dollars worth of material of every conceivable type.

- Manages the acquisition, construction, renovation, maintenance, operation, and disposal of office buildings, rental space, safehouses, and other real property facilities in daily use by the Agency.

- Negotiates and administers contracts and agreements with thousands of commercial enterprises and with other government agencies to supply goods and services to support the intelligence collection and analysis mission of the Agency.

- Operates a state-of-the-art facility to produce printing, graphic materials and photographic products of the highest quality for use by the Agency and other members of the Intelligence Community and foreign affairs agencies.

- Operates a motor pool of 90 vehicles to meet the transportation needs of the Agency.

- Provides mail service throughout the headquarters area, handling over [] pieces of mail each day for the Agency and other members of the Intelligence Community, and through OL's

- Manages and controls the inventory stock levels and property in use by the Agency, and the receipt, storage, and issue of general purpose, technical and paramilitary stock.

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OL FIVE-YEAR PLAN, FY 1989-1993 (cont'd)

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° As necessary, provides logistical support to meet the needs of other member agencies of the Intelligence Community and other U.S. Government agencies and departments.

° Provides duplicating services, maintaining nearly 600 machines duplicating over 130 million copies annually to serve Agency needs.

° Provides general housekeeping for Agency facilities in the Washington area, including the acquisition and maintenance of equipment to maintain the day-to-day operations of the Agency.

In the coming years, OL will continue to be challenged by an increase in demand for services far in excess of the growth in available resources. To help meet this challenge, OL undertook a sweeping reorganization in the latter part of 1988, designed to provide a more flexible structure to respond to the growing needs of its customers. As part of its dedication to the future, OL will continue to explore ways to do its work more efficiently and effectively, streamlining its processes and reducing bureaucratic requirements and delays.

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In keeping with OL's commitment to utilize its resources most effectively, this Plan will outline OL's organizational priorities for the next five years, emphasizing those activities most needed to support the Agency's mission and directing resources to meet those needs.

II. Assumptions.

In establishing goals and objectives for this Five-Year Plan, a number of assumptions with respect to future requirements and resource availability have been taken into account:

A. Requirements.

1. Worldwide requirements for logistics support are expected to increase substantially. Counterterrorist activities, covert operations, paramilitary programs, counter-narcotics efforts and other as yet unknown demands will place a heavy burden on OL resources. It is not expected, however, that the resources available

SECRET

to the Agency will support many new initiatives to meet these challenges.

25X1 2. Requirements for processing, storing, and transporting materiel are expected to remain at high levels. In addition to routine needs, which are expected to grow, extraordinary programs such as CRAFT, [] and the Secure Logistics Procedures Program will continue to require additional support effort, especially in the near term.

25X1 3. The need for automating OL systems will continue. To meet the demand for automation and achieve optimum use of these systems, OL must continue to increase its ADP capability, requiring a substantial growth in personnel with requisite skills. []

B. Financial resources.

25X1 1. Budget estimates for the five-year period indicate that the growth in fiscal resources will not keep pace with the increase in demand for goods and services. The Agency, and consequently, OL can anticipate little real growth in appropriations and the likelihood exists that there may be some selective reductions, particularly during the near-term. Long-term expectations, while highly conjectural, are not much more promising. In short, over the next five years, OL can expect to have to do substantially more, with the same, or diminished resources. []

C. Personnel resources.

25X1 1. Attrition through retirements is expected to continue at a higher rate than "normal" during much of the five-year period. Thus it will be necessary to attract new employees, and motivate and retain those personnel now with OL. Planning for succession will be critical, as will training and preparing middle managers and updating the skills of technical personnel. []

2. Growing demands for quick-reaction support, and further decentralization of logistics functions, will necessitate increased emphasis on matrix organization, requiring OL to organize and maintain pools of skilled talent who can collectively meet customer requirements.

25X1 3. To fully implement the 1988 OL reorganization, some realignment of positions, skills and training programs will be needed. These changes will enable OL to provide maximum responsiveness to logistics requirements. []

SECRET

25X1 4. As the number of field support personnel stabilizes or decreases over the coming years, some realignment of logistics personnel will be necessary. More extended TDY assignments will be necessary to remain responsive to support requirements. Use of special teams such as the OL Flying Squad will become more critical in providing the skills needed on a priority basis. []

5. With little or no increase in personnel expected, it will be necessary to discharge more of the OL mission through the use of contracted services. Thus it will be necessary to identify those functions that can be contracted out and to undertake the necessary contractual actions.

D. Space and facilities.

25X1 1. Even without personnel increases, new emphases (e.g., conternarcotics), the changing work environment, housing for automated systems, increased materiel storage 7nd handling needs, and efforts to reduce the number of Agency office buildings, will require better allocation of space. Furthermore, the problems and costs to maintain aging facilities will increase. []

25X1 2. By the end of this five-year period, the Agency's holdings will have been substantially reduced. []

25X1 3. Completing the move into the New Building, backfilling the Original Building, and completing the [] complex will continue to loom large in OL planning, particularly during the near term. []

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E. Information handling/production.

25X1 1. Intelligence Community requirements for printing, graphics, and photographic services will continue to increase. New efforts will be needed to meet this demand, to improve the quality and timeliness of production, and to enhance the security of the facilities, equipment, and end product. []

25X1 2. The long-term emphasis on reducing the amount of paperwork and files and developing efficient information-handling alternatives will continue. The quality and efficiency of information storage and retrieval systems will need to be improved. []

25X1 F. Procurement. Emphasis on competitive procurement and on contracting with small businesses will continue. Enhancing the industrial security of contractor personnel and facilities will also remain an important issue. Some restructuring and further decentralization of the procurement organization may be expected.

25X1 G. Technical collection. The continued advances in technical collection will require additional support in contracting activities and highly responsive logistics support systems.

III. Major Areas for Emphasis, 1989-93.

1. Personnel Management.

OL's long-term objective is to make its career service the best in the Agency. This will require a personnel management system which offers career development opportunities for all employees, is responsive to the changing needs of the Agency, and ensures that OL is competitive with other organizations. To achieve this goal, we must:

Recruit, train, and maintain a multi-skilled, highly motivated work force, equipped with the tools necessary to fulfill mission requirements;

Emphasize career development through literature, counseling, and greater involvement of personnel in selecting assignments;

Improve coordination and teamwork, encourage responsible and reasoned risktaking, and foster security-awareness to promote and maintain a sense of pride in self and mission;

Provide a comfortable, safe work environment that fosters maximum productivity for every employee;

Promote a management philosophy that provides employees with opportunities to utilize their abilities to the maximum extent;

Develop a cadre of well-trained managers who exemplify standards of excellence and are role models for their subordinates; develop additional training programs and encourage continued education in management development supervisory skills.

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2. Customer relations, standards of service and responsiveness to needs.

As a service organization, OL's measure of success is how effectively and efficiently we discharge our responsibilities to the organizations and people we serve. We must constantly strive to provide our customers with service of the highest quality in a timely, professional, courteous manner. Over the coming years, the anticipated increase in demands for service coupled with stable or declining resources will require us to redouble our efforts in this regard. OL employees will have to be constantly aware of the needs of those we serve; to be imaginative in their approach to solving problems; to be more responsive through better planning and coordination; and to be more efficient and productive in their jobs.

A major factor in enhancing customer service is to improve our communications with those we serve outside OL as well as with those inside our organization with whom we must coordinate our efforts. Although good communication is largely a full time effort, we need to take specific steps to institutionalize our links with others so that communication becomes a natural part of our day-to-day work.

Managers will need to be particularly alert to the efforts of their subordinates, to appropriately reward quality service or, conversely, withhold recognition for inferior or indifferent service. Also, it will be incumbent upon management to establish an effective quality control program which will provide timely review of customer needs and satisfaction to determine areas for further improvement of services.

Continued emphasis in this area means that we must maintain or, where possible, improve responsiveness through better planning, earlier and more thorough coordination, enhanced teamwork, high employee morale and motivation, and heightened productivity at all levels.

3. Space Management.

A major effort over the next five years will be directed at completing our present building program and consolidating Agency space holdings. Concurrent with the New Headquarters Building and Backfill Projects, OL will continue to develop the It is expected that the move into the NHB will be completed in 1990, and the will be fully developed and occupied by the end of 1992. The Backfill project is expected to be approximately 80 percent complete by the end of the five-year period, with FOC not expected until 1994.

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Efforts will be directed toward more effective management of the acquisition and allocation of space through the Space Advisory Board, including analysis and evaluations of new requirements and updating space plans. In this regard, we will continue in our efforts to fulfill a goal set in 1988 to reduce the number of buildings occupied by the Agency from about 26 to ten or less. It is expected that this goal will be substantially achieved before the end of the five year period.

Also over the five-year period, we will expand and substantially upgrade our printing facility at Headquarters, establish a second printing facility

4. Refining the OL Reorganization

The benefits of the 1988 reorganization of the Office of Logistics still await full realization. Future efforts will be aimed at refocusing Group actions away from the previous way of doing business, with particular emphasis on providing coordinated, priority action in support of covert activities. Implementation will also require that we review and, if necessary, realign our present manning structure and personnel mix. It is expected that fine tuning of the new OL structure may not be completed until well into the five-year period.

6. Managerial accountability, discipline, and follow-up.

The movement within the Agency to shift the control of resources to lower organizational levels places a heavy emphasis on providing for managerial accountability. Fulfilling the OL

SECRET

mission will require managers to be more conscious of the need for effective application of the resources available to them; to make the changeover from "journeyman" to true manager; to delegate more of the decision-making to lower organizational and grade levels; and in turn to expect and learn to rely on subordinates to be accountable for the functions with which they are charged.

Managers of components must make a concerted effort to identify those specific areas of responsibility and that can be delegated, make known the delegation to the responsible person, and provide for follow-up.

Subordinates and junior level managers must be encouraged also to identify areas where delegation is possible, to assist the manager in his determination of responsibility and to accept and discharge new requirements professionally and skillfully.

7. Improving the Work environment.

The physical environment in which we work can be a major factor in accomplishing not only the OL mission but the overall Agency mission as well. In this regard, OL, as the central focus for space utilization, has a great responsibility to the entire Agency. Within the general requirements to use Agency space efficiently, OL must give special attention to providing a clean, safe, efficient, and comfortable workplace. With some disruption of personnel involved in the NHB and OHB moves unavoidable, OL must be particularly careful that other amenities of the workplace are maintained to the highest degree possible.

Near-term efforts include improvements to the dining facilities at the Headquarters Complex. This will include increasing by 1,000 the capacity of the cafeteria and doubling the size of the executive dining room as well as providing other upgrades to improve comfort and service. Specific plans for the cafeteria in 1989 include a new visitors area, a food court facility and reconstruction of the courtyard area connecting the existing facility and the OHB. Later construction will include ??????. Expansion of the EDR calls for completing all design requirements in 1989 and completion and occupation of the new facility in 1990.

Another project to enhance the comfort and well-being of Agency employees will be the opening of a 100-place child care center in 1990. Other uses of the Scattergood-Thorne property are also expected to benefit the work environment.

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8. Planning.

As a service organization, the Office of Logistics is very much subject to the requirements of others at a time of their choosing. Planning in the face of such unforeseen contingencies may seem like a futile effort. Much of what OL does, however, is predictable, and early planning can enhance the general efficiency and responsiveness of the office in meeting customer requirements and staff/group needs. To the extent possible, OL must anticipate the requirements that will be levied upon it, rather than simply responding in an ad hoc manner to an immediate need. We should attempt to develop more uniform procedures for providing logistics support in difficult or emergency situations. Finally, we must place more emphasis on disaster and emergency planning.

9. Data Processing.

(Awaiting input)

IV. 1989 Objectives and milestones

1991 Initiatives

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